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## **Green HRM in Indian industries: A way towards environment sustainability**

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### Abstract

**Objective:** This paper aims to discuss the best practices in the industry and highlight the top 10 companies in terms of adoption of Green-HRM practices and its impact on their overall image of the company.

**Method and statistical analysis:** This study is based on secondary data analysis and conceptual analysis has been done in order to fulfill the objective

**Findings:** Economic performance and sound financial performance are no more the sole indicator of success for the companies, it needs to be combined with the contribution in development of social and ecological factors. High involvement in social and environmental aspect is making companies stand different in a league.

**Findings:** The study concluded that adopting Green-HRM practices, organization can improve the image of the company and that will further help them in improving overall performance especially in terms of employee performance and improved environmental sustainable performance in a better manner than before. It is also possible to understand the depth and width of environmental performance.

**Application/Improvements:** We have seen over the years, all the companies of the world have made their impression through their contribution in working strongly towards such environmental friendly and sustainable practices.

**Keywords:** Green HRM, sustainability, Indian companies

**Introduction:** Green HRM means using employee as a mean to promote and implement environment friendly practices that addresses the wide issue of sustainable practices related to environment. These practices help in efficient operations, better employee involvement, engagement and retention. Human resource department is the key driver of implementation of such practices. Green management initiatives become an important factor in forward thinking business houses around the world.

Nowadays, Environmental management system is being utilized as a important strategic tool for gaining competitive advantage. This system is very effective to monitor the overall impact of such practices in the organization. It also included planning, rules, regulations, procedure, monitoring, evaluation, review and feedback of HR systems that fit with organization's culture and overall organizational objectives. It is also becoming a very popular way of marketing your organization as an eco-friendly and studies have shown the positive impact of such branding on high candidature for recruitment. Survey data in UK shows that high potential graduates prefer working for the organizations having high reputation for using sustainable environment practices.

Some companies have implemented performance evaluation standards based on environment friendly practices adopted by employees. It has brought a major shift in the way employee works in the organization. Practices such as waste management, environment audit and judicious use of electricity are few of them. Companies have also developed green information system for audit purpose. It is also been made part of self appraisal system also employees are encouraged to give ideas related to sustainable green practices in their performance assessment meetings.

Employee training and development practices are also aligned with the awareness program and compulsory modules are also being included by many companies for awareness purpose. They are including social and environment related issues for executive and higher level meetings.

Training is the main intervention in waste management. Front line employee should be given a proper training for the assessment of the existing waste and to minimize waste. Establishing green teams at shop floor level specifically targeted for creating awareness will be a helpful in fulfilling green workplace objective.

Employee involvement and participation is the key in selecting eco-entrepreneurs within the company .These eco-entrepreneur will help company in getting best use of all the resources in a way that adds value to the green mission of the company. Many studies have suggested that employees should be made integral part of the strategy making process as they are ones who will be actual torchbearer of actual implementation of it. There are many benefits such as Improved employee motivation, good brand image, increased employee base, employee loyalty, consumer loyalty and strong brand are few many benefits that can have by developing and executing such green practices

Some studies have also established this theory of relation of adoption of green practices with

employee retention. Many companies have successfully reducing employee turnover by implementing green-HRM practices. They are able to translate the benefits of employee turnover Improved into low replacement cost. Green HR stresses upon the importance of importance of processes, decision and choices that a company makes for managing people in order to achieve strategic success more effectively.

### **Objectives of the Study:**

1. The main purpose of the study is give basic understanding about the green HRM practices
2. Identification of best Green-HRM practices in Indian companies

### **Best Green HRM practices**

1. Green Recruitment: recruitment by using technology without wasting paper and saving unnecessary travel is termed as a green recruitment. Mostly functions of recruitment such as Pre-screening, short listing, interviews are done using technological tools which makes it cost effective also. Applications are invited through online portals and video based interviews are conducted to save unnecessary travels. Green recruitment saves up to 80% of cost of hiring.
2. Green workplace: companies are focusing more on relaxed and more environment affable sitting space for their employees.
3. Employee awareness: employees are being sensitized regularly about the need of making Green practices in the routine work because creating awareness among the employees is absolutely important for the proper implementation of the green practices
4. Employee perception: One of the important tasks is to make employee perception right about the green human resource management practices. Green practices such as, E-selection, E-performance appraisal and online training creates a negative perception about these practices as criteria of assessment and methodology are never open in such online practices so it creates confusion in the mind of employees. So here, role of management becomes crucial.

### **Companies in India using best Green HRM**

**1. Wipro Technologies:** Wipro was once accused by Karnataka state pollution Board about dumping of electronic waste by their IT wing and also was warned against illegal waste recycling units in Bangalore but now Wipro has emerged as one of the top company in India if we see the implementation of best environment friendly practices.

Company has adopted various practices for minimizing wastage of water and energy. They have

also developed benchmark for the level of recycling of hazardous waste, ecological sustainable practices and for motivating employees for the adoption of such practices in their daily lives, not only professional but personal also. They have also implemented green factor in their physical infrastructure. Company is using green labs for various product testing and carbon disclosure report is the regular practice in the organization. Wipro was the pioneer in launching environment friendly computer system and Notebook computers in India that adhered to the RoHS (restriction of hazardous substances) regulation specified in European countries.

**2. Suzlon Energy:** Suzlon energy is the pioneer in collaborating with banks for utilizing wind energy for their daily operations. State Bank of India was the first bank to have such collaboration with Suzlon energy. This initiative was named as “Green Banking”. Suzlon headquarter in Pune has been recognized as a most energy efficient building ever built in India. It is a model building in many aspect: construction time, renewable energy based hot water system, reduced landscape and building water requirement, recycle, reuse and recharge of water, waste management and waste water treatment, health and energy of occupants, carpooling, zero waste management system .

**3. ITC Limited:** ITC is doing it in a innovative way. An entire new product range has been launched by company of quality green products: the environment friendly paper range under the brand name classmate is one of the examples of sustainable product launch done by ITC. E-Chaupal initiative is also being utilized by the company to make farmers aware about sustainable agriculture practices. This initiative is a great success and giving benefits to laths of farmers about the progressive and environment friendly farming.

**4. HCL Technologies:** “Go Green” is the corporate program to run the campaign to make employee aware about the environmental issues and share directive measures for employees to work towards the same.

It has planned and developed a comprehensive Green Edge sustainability framework that caters to the specific needs of manufacturing industries. They are active members of India Council for Sustainable Development. HCL is the first company to develop laptops which are antimony and beryllium free. Company has also started initiative to take-back old electronic equipments from customer for the safe disposal through advance E-waste technology.

**5. Tata Consultancy Services-** company Spotted 11th under Newsweek’s rankings of World’s Greenest Companies, With a Green Score of 80.4 globally. Company is very committed towards investing in green sustainable agriculture practices on the region, where their headquarters is located. TCS is one of the most proactive companies as far as adoptions of environment friendly practices are concerned. They have created 16 different locations for making organic manure, Bio-digesters converting kitchen waste and composting.

**6. Oil & Natural Gas Company (ONGC):** ONGC is one of the leading company which is about to set a benchmark for most energy efficient company in India. All Green-HRM practices are very much prevalent and an integral part of ONGC’s overall HR strategy. They treat environment friendly practices as way of life. Employees are sensitized towards adopting these practices not only in professional life but in their personal life too.

**7. Idea Cellular:** “Use Mobile, Save Paper? Campaign, one of the most popular campaigns is “Green pledge campaign” where thousands came forward and joined them and pledged to save paper and trees. Company is also very proactive in using sustainable practices for their workplace.

**8. IndusInd Bank :** IndusInd bank is first to use solar energy to run their ATMS. Bank has been awarded by NASSCOM IT award in 2012 for working towards environment sustainability. The bank is planning for more such initiatives in addressing the challenges of climate change.

**9. Tamil Nadu Newsprint and Papers Limited:** this company has their own power generation system at the paper mill site. They are able to produce more power than consumption which makes them earn also out of generated power by supplying the surplus power to state government. They have also launched “Methanation project’ which is contributing towards the sustainable development goals in terms of in-house green energy generation and reducing green house gases.

**10. Tata Metallic’s limited:** They consider working towards the environment friendly practices should be a daily practice. As per company policy, working during holidays and Saturdays should be avoided at the corporate office. Use of light is also minimized with the entire office depending on sunlight.

**Conclusion:** based on this review, it can be concluded that by adopting Green-HRM practices organization can improve the image of the company and that will further help them in improving

overall performance especially in terms of employee performance and improved environmental sustainable performance in a better manner than before. It is also possible to understand the depth and width of environmental performance.

Green Human resource management practices are becoming a attractive and powerful part of their overall business strategy. It is helping at three levels: helping in reducing expenditure; operational cost and cutting down carbon credit. Green-HRM can be implemented through change in attitude, behavior and performance through continuous reinforcement for adoption of such practices. Incentives and rewards can also be linked with this so that more attention and motivation can be received from employee side. Hence, we suggest that each and every function should be linked and assessed by keeping this aspect of environment and sustainability in mind.

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